

Report Title:	Corporate Transformation Delivery Plan 2021-2023
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Carroll, Cabinet Member for Adult Social Care, Children Services, Health and Mental Health
Meeting and Date:	Cabinet Transformation Sub-Committee – 30th November 2021
Responsible Officer(s):	Hilary Hall, Executive Director of Adults, Health and Housing Dan Brookman, Head of Transformation
Wards affected:	All

REPORT SUMMARY

In September 2020, the Transformation Cabinet Sub Committee approved the Corporate Transformation Strategy. The impact of the ongoing Covid 19 pandemic slowed the publication of the supporting delivery plan but nevertheless, significant transformational activities were tested and delivered and tested during the first year of the Strategy.

The report sets out the delivery plan for the next two years focussing on three key areas the Transformation Service will focus on whilst supporting and managing other smaller projects within the programme.

By its nature, the activities outlined in the delivery plan is new and evolving and the outcomes could have potential knock-on impacts on other deliverables and future work. This will be assessed as the Delivery Plan rolls out and is monitored by the Sub-Committee.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet Transformation Sub Committee notes the report and:

- i) **Note the Corporate Transformation Delivery Plan 2021-2023.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
Note the Corporate Transformation Delivery Plan 2021-2023 This is the recommended option	The plan sets out what the focus of internal transformation, supported by the Transformation Service through to March 2023.

Option	Comments
Delay the Corporate Transformation Delivery Plan 2021-2023	The council would not capitalise on the transformation work delivered throughout the Covid-19 pandemic and will limit its ability to make tangible changes in efficiency and delivery in the future.

- 2.1 The Corporate Transformation Delivery Plan 2021-2023, see appendix 1, sets out individual projects arising from the agreed Strategy and the learning taken from the changes implemented during the response to the Covid-19 pandemic. It recognises that whilst the council generally has good services and high customer satisfaction, there are better ways of doing things if it is to deliver on the ambitious vision and priorities set out in the Corporate Plan.
- 2.2 For the Royal Borough, transformation is everyone’s job. In line with our values, we are developing an organisation that is empowering all staff to be leaders and transform how they deliver their roles. With a focus on coproduction, we recognise that a combination of community and family resilience produces better outcomes for resident and their families rather than statutory/council intervention. Our priority, therefore, is to enable residents to help themselves in the first instance; where residents need more support, we want to enable communities to support them; only when needs go beyond the ability of the community to respond should the council be looking to intervene at the right time to help and before those needs hit crisis point.
- 2.3 The Delivery Plan is shaped around three key areas – service redesign, community working, and digital and automation – and we will be delivering transformation, at three levels – individual, service and council-wide. Whilst the delivery plan sets out those activities that will be delivered at service and council-wide levels, the role of individual members of staff in reviewing, refining and transforming their roles to feed into those activities, is hugely significant and important in achieving the maximum value from our transformation.

3. KEY IMPLICATIONS

- 3.1 The key implications are set out in table 2.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Achievement of Delivery Plan	Less than 90%	91%-95%	96%-100%	N/A	31 March 2023

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no direct financial implications of the proposed recommendations.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the approval of the Corporate Transformation Delivery Plan.

6. RISK MANAGEMENT

6.1 The key risks and mitigations are set out in table 3.

Table 3: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Failure to deliver the Transformation Delivery Plan	Medium	Strong governance in place; identification of key skills, capabilities and capacity to deliver	Low
Additional resource required to deliver	Medium	Growth bids to be developed as required.	Low

7. POTENTIAL IMPACTS

7.1 Equalities. Equality Impact Assessments are published on the [council's website](#). The Equality Act 2010 places a statutory duty on the council to ensure that when considering any new or reviewed strategy, policy, plan, project, service or procedure the impacts on particular groups, including those within the workforce and customer/public groups, have been considered. An Equality Impact Assessment in relation to the plan has been carried out and is published on the council’s website. Individual projects arising from the plan will also be subject of assessment.

7.2 Climate change/sustainability. There are no direct impacts on the council’s climate change strategy arising from this report.

7.3 Data Protection/GDPR. Adoption of the plan does not involve the processing of any personal data.

7.4 Individual projects arising from the Delivery Plan are likely to have impacts for a number of areas of the council, including workforce, property and assets. These impacts will be fully considered as part of the development and design of those projects.

8. CONSULTATION

8.1 Individual projects arising from the Delivery Plan will be subject of full and robust consultation with residents, Members, the workforce and partners as appropriate.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 4.

Table 4: Implementation timetable

Date	Details
November 2021	Note the Transformation Delivery Plan
December 2021 to March 2023	Roll out of Delivery Plan activities.

10. APPENDICES

- 10.1 This report is supported by one appendix:

- Appendix 1 – Corporate Transformation Delivery Plan 2021-2023

11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by one background documents:

- Royal Borough of Windsor and Maidenhead Transformation Strategy 2020-25

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	19/11/21	22/11/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	19/11/21	22/11/21
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	19/11/21	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	19/11/21	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	19/11/21	19/11/21
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	19/11/21	22/11/21
Andrew Durrant	Executive Director of Place	19/11/21	22/11/21
Kevin McDaniel	Executive Director of Children's Services	19/11/21	22/11/21
Hilary Hall	Executive Director of Adults, Health and Housing	19/11/21	22/11/21

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Adult Social Care, Health, Mental Health and Children's Services	Yes
---	---	-----

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Non-key decision	No	No

Report Author: Dan Brookman, Head of Transformation, 01628 796196



Royal Borough Windsor & Maidenhead Transformation Delivery Plan 2021-2023

November 2021

Creating a sustainable borough of opportunity and innovation

Thriving communities

Where families and individuals are empowered to achieve their ambitions and fulfil their potential.

Inspiring places

Supporting the borough's future prosperity and sustainability.

Supported by:

A council trusted to deliver its promises

Over the next five years we will prioritise

A ladder of housing opportunity, to support better life chances for all.

Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.

Taking action to tackle climate change and its consequences, and improving our natural environment.

Championing innovation and partnership working, our approach is to:

Empower and enable individuals, communities and businesses to maximise their potential.

Invest in prevention, and intervene early to address problems before they escalate.

Shape our service-delivery around our communities' diverse needs and put customers at the heart of all we do.

Make the most effective use of resources - delivering the best value for money.

Promote awareness of a sustainable and biodiverse environment across all of our decision-making.

Promote health and wellbeing, and focus on reducing inequalities, across all areas.

CONTENTS

- 1 Introduction
- 2 Why transform?
- 3 The Royal Borough's approach to transformation
- 4 Transformation in action in the council
- 5 Summary
- 6 Delivery Plan 2021-2023

Appendices

Appendix 1: Year 1 delivery of the Transformation Strategy

Appendix 2: The Transformation Service

1 INTRODUCTION

- 1.1 The Royal Borough's five year Transformation Strategy was approved in September 2020. With a vision of building a sustainable borough of opportunity and innovation, the Strategy set out three key enablers:
- Transforming our services by developing new community centric ways of working that empower residents and stakeholders to work alongside us to achieve our vision.
 - Investing our time, energy and resources on our priorities through a commercially minded approach to achieving outcomes.
 - Strengthening our partnership working across the authority and with our partners to ensure everyone is working to the same end of improving outcomes for all.
- 1.2 Through the height of the pandemic coinciding with the first year of the Strategy, the Royal Borough worked tirelessly with its communities and partners to support residents across the borough. As an organisation, the Royal Borough adopted more agile ways of working and is further embedding the best of the learning from the pandemic as it moves forward.
- 1.3 Since the launch of the Strategy in September 2020, much has already been delivered and this is summarised in Appendix 1. The focus of this document is to set out the delivery plan for the Transformation Strategy for the two year period, April 2021 to March 2023.

2 WHY TRANSFORM?

- 2.1 The Royal Borough currently delivers a range of good services.
- A children's services rated Good by Ofsted.
 - An adult social care service independently ranked in the top 15 authorities nationally in terms of delivering value for money and good outcomes.
 - An innovative and community focussed Library and Resident services.
 - Dedicated and entrepreneurial support for local business and in support of economic growth
 - A fundamental review and re-establishment of the housing service is delivering considerable improvements in performance and practice.
 - Services with good performance such as the Revenues and Benefits service continue to achieve high standards.
 - High customer satisfaction year on year measured through the National Highways and Transport public satisfaction survey.
 - The Royal Borough has become a key player in the Frimley Health and Care Integrated Care System and is leading the work to develop the borough as "place" within the system.
 - Significant progress has also been made in relation to the council's approach to tackling climate change.
 - In partnership with Countryside properties, the Royal Borough has begun the regeneration of Maidenhead Town Centre.
- 2.2 However, even with good services and high satisfaction, we know there are better ways to do things and we can see other councils freeing up staff from existing processes to concentrate even more on working with customers to deliver excellent

services. If we are to deliver our ambitious vision, we need to adopt these new ways of working.

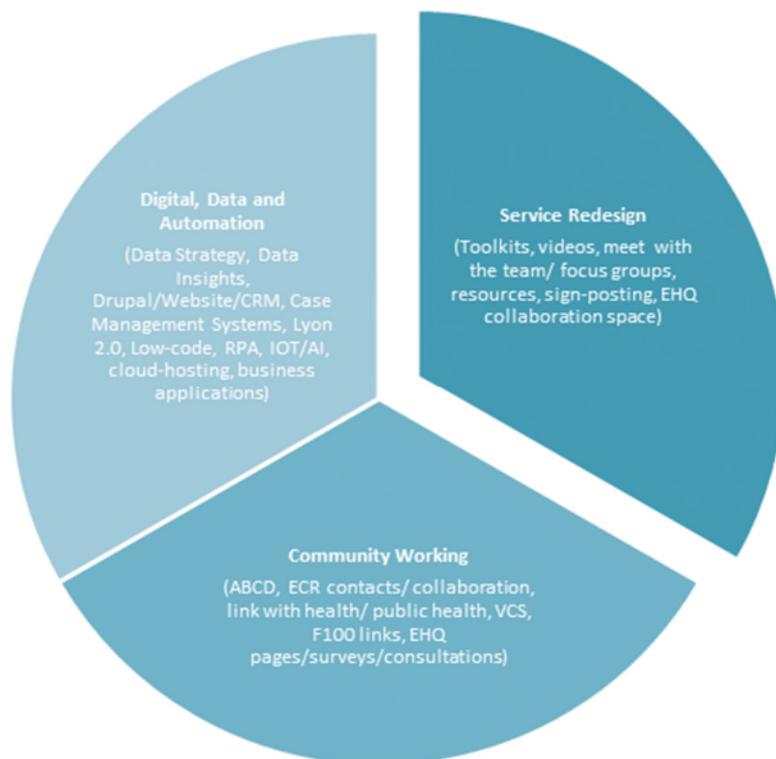
2.3 Alongside this vision, the Royal Borough is faced with significant challenges, including:

- Societal changes
- Diminishing resources
- Squeezed labour markets
- Ageing population
- Lack of affordable housing

2.4 To address these challenges, the Royal Borough has committed to prioritise over the next five years:

- Better life chances and a ladder of housing opportunity.
- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
- Taking action to tackle climate change and its consequences and improving our natural environment.

2.5 We cannot do what we do now and expect to deliver against these promises and objectives. So the council needs to transform the way in which it works to redesign service delivery, enable communities to thrive and embrace the power of new technology and digital innovation.



Service redesign – This involves individual services redesigning their processes and ways of working, with help from the Transformation Service. A series of specialised toolkits and a more structured change management approaches are being developed to support this work.

Community working – The COVID-19 pandemic powerfully demonstrated the strength and dynamism of the community within the borough. Further work to collaborate with communities on a wider range of projects has shown enormous promise, re-energising a prevention approach in the borough using core principles of Asset-Based Community Development (ABCD), in which all senior leaders have been trained. This will include the further development of community hubs, multi-agency collaboration and closer ties with the voluntary and community sector.

Digital and automation – The Royal Borough has a growing opportunity to make better use of advancing technologies in the way it delivers key services. This goes across all services, including the redevelopment of core applications such as social care case management, the use of low-code software to develop community facing applications, automation of processes using tools like Robotic Process Automation (RPA) and expanding the use of technology enabled care in social care.

3 THE ROYAL BOROUGH'S APPROACH TO TRANSFORMATION

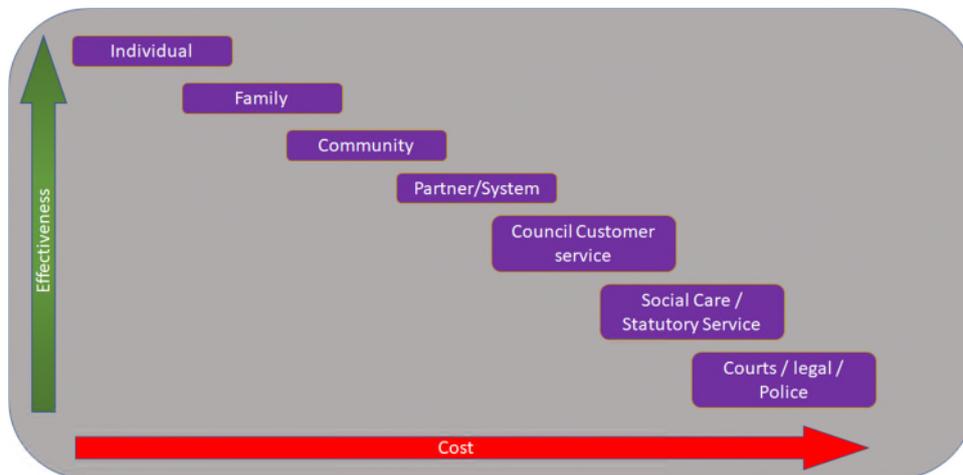
3.1 For the Royal Borough, quite simply, transformation is everyone's job. In 2020, the council agreed a new set of organisational values, designed to help us keep our promises.



3.2 We are developing an organisation that is empowering all staff to be leaders and transform how they deliver their roles. Culture change is at the heart of this delivery plan. Put simply, the people who do the jobs now are best placed to work out how to improve outcomes, satisfaction and efficiency going forward. Enabling colleagues right across the council and our partners to take good risks to improve means that we

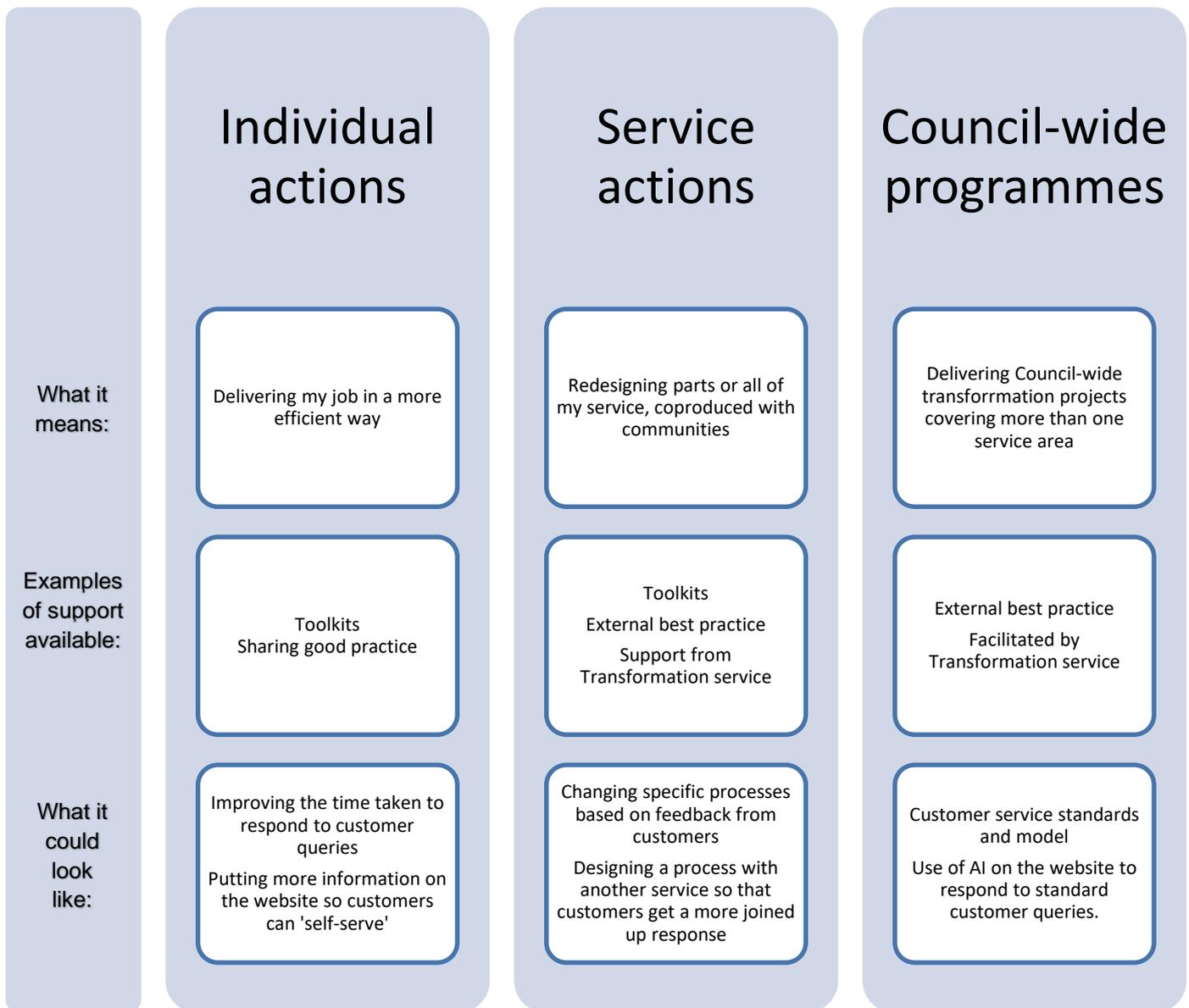
will get a significant amount of insight and energy that we could not generate if it was just done by a central team.

- 3.3 With a focus on coproduction, we recognise that a combination of community and family resilience produces better outcomes for residents and their families than statutory/council intervention. Our priority, therefore, is to enable residents to help themselves in the first instance, providing simple, accessible information, advice and guidance, together with self-serve transactions through the website and other portals.
- 3.4 Where residents need more support, we want to enable communities to support them, building on the excellent work that happened through the pandemic, including:
 - Continuing to promote the ‘Be a good neighbour’ ethos – people had a wide variety of needs that was met ably by strong communities; this included doing shopping, collecting medication, dog-walking, supporting people who were lonely and providing digital/tech support.
 - Rolling out the approach to community empowerment across the whole borough which was piloted in Clewer and Dedworth and is now live in Maidenhead.
 - Ensuring residents remain healthy through joint initiatives with public health and the NHS, such as the health programmes with the BAME communities.
- 3.5 Only when needs go beyond the ability of the community to respond will the council look to intervene at the right time to help, and before those needs hit a crisis point. This is the approach that is driving our Transformation Strategy and this Delivery Plan.
- 3.6 We do not want communities to be dependent on us, rather we recognise that we are dependent on communities to direct, support and ultimately fund us. We have moved, and continue to move, away from a paternalistic model of local government.



4 TRANSFORMATION IN ACTION IN THE COUNCIL

- 4.1 In order to drive the approach outlined, it is essential that we transform our internal ways of working. In practice, we will be delivering transformation at three levels – individual, service and council-wide. None of these are mutually exclusive and each is as important as the other.



4.2 The Delivery Plan identifies what will be delivered over the period 2021 to 2023 in relation to service redesign, community working and digital innovation. In some cases, the deliverables will be changes to the way in which services are designed and delivered; in other cases, the deliverables will be items that support individuals, services or the council to transform, e.g. toolkits.

4.3 We have purposely set a short timescale for the Delivery Plan because we want to give people the space to innovate and try things out. Transformation, by definition, is doing things differently and we accept that some things may not work and we have to learn from that and move on. In other areas, things may succeed beyond what we expected, and we want to expedite their wider implementation.

5 SUMMARY

- 5.1 Colleagues within the council and our partner companies are already empowered to take ownership of their work, outcomes and design using the support on offer via RBWMTTogether, using toolkits and connecting with colleagues to share good practice. The Transformation Service's role, see appendix 2 for team members, is to help facilitate links between individuals and services, identify and support the development of new toolkits, proactively facilitate service redesign undertaken by services and support/deliver council wide transformation projects.
- 5.2 As new Service (Improvement) Plans are developed to support the Corporate Plan, each service will be able to demonstrate their own transformation journey and highlight the benefits.

6 DELIVERY PLAN 2021-2023

Service redesign

“To maximise the benefits of digital innovation will require a fundamental focus on streamlining, modernising and automating council processes.”¹

C/ E	Deliverable	Timescale	Owner	Intended outcome
E	Develop and promote a Service Design toolkit	By Feb 22	Head of Transformation	Enable teams and services to conduct and document a redesign process.
C	Deliver the corporate Customer Service Review	By Sept 22	Head of Revenues, Benefits, Library and Residents Services	New Target Operating Model and arrangements for customer services and training for all staff
E	Develop and promote a Customer journey toolkit to support service redesign	By Dec 21	Transformation Project Manager	Enable teams and services to conduct and document their customer journeys to support service redesign.
C	Review and transform the housing service	Jan to Jun 22	Head of Housing, Environmental Health and Trading Standards	Analyse the current service and ways of working in order to identify and implement innovation and efficiencies
C	Review and transform the planning service	Jan to Jun 22	Head of Planning	Analyse the current service and ways of working in order to identify and implement innovation and efficiencies
C	Review and transform the Tree service	Jun to Aug 22	Head of Planning	Analyse the current service and ways of working in order to identify and implement innovation and efficiencies
E	Working with Heads of Service, identify the next set of services for redesign and innovation	By Oct 22	Head of Transformation	Identify the next three services for service redesign based on the learnings from year 1.
C	Review and transform the three identified services	Nov 22 to Feb 23	Nominated Heads of Service	Analyse the current service and ways of working in order to identify and implement innovation and efficiencies

C = change to ways of working

E = enabler

¹ Royal Borough of Windsor and Maidenhead Transformation Strategy 2020-2025

Community coproduction

“Co-production is not just a word, it’s not just a concept, it is a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them.”²

C/ E	Deliverable	Timescale	Owner	Intended outcome
C	Integrate Wellbeing Circles ³ into health and care business as usual	By May 22	Transformation Service Project Manager	People are supported to remain independent longer in their own homes and more connected into their communities
C	Roll out the Embedding Community Response approach into Maidenhead	From Apr 21	Transformation Service Lead	Support local communities to identify the issues that matter the most to them and to support them to deliver the solutions on the ground
E	Engage communities in local decision making	From Mar 22	Head of Strategy	Local communities proactively influencing and engaging in local decision making
E	Develop and launch the Asset Map and Know Your Neighbourhood	By Aug 22	Head of Transformation	A web based ‘one stop shop’ resource of community assets, including organisations, events and activities which is accessible to everyone.
C	Work with the Community Learning and Skills Service, to develop a portfolio of opportunities for residents and communities to develop new skills	Ongoing	Transformation Service Lead	Capacity and skills within local communities to support employability and confidence
E	Deliver further sessions of ABCD training across partners and stakeholders	By Aug 22	Transformation Project Manager	The ABCD ethos embedded into daily practice across internal and external stakeholders.

C = change to ways of working

E = enabler

² Think Local Act Personal (2011) Making it real: Marking progress towards personalised, community based support, London: TLAP.

³ Wellbeing Circles bring a group of volunteers together around an individual to help them with their needs, facilitated and co-ordinated through a community group.

Digital innovation

“Using data securely and ethically will be key to developments but innovation and efficiency in the use of new data insights and digital technologies will drive the council forward.”⁴

C/ E	Deliverable	Timescale	Owner	Intended outcome
E	Develop and deliver a strategy and process for automating routine processes in Housing, Planning and the Tree Service	By Sept 22	Head of Transformation	Routine processes are automated efficiently and ethically in key customer facing services.
C	Integrate three systems (Confirm, Uniform and Whitespace) with the customer relationship management system	By Feb 22	Head of Transformation	Two-way integrations with three key systems that customers of the Council interact with on the RBWM.gov.uk website.
C	Develop and implement a set of data insights to support local economic development	By April 22	Executive Director of Place Services	A custom-built set of data insights to support local businesses with post-pandemic growth
E	Develop and implement a set of data insights for a further three services (three services to be identified by May 2022)	By Dec 22	Head of Transformation	Use the learning from the economic development work a further three services identified which would benefit from this approach
C	Progress the social care case management system replacement	Mar 23 (review)	Executive Directors of Children's Services and Adults, Health and Housing	Continue to explore the options including with partners at iESE for a replacement case management system for adults and children's social care
C	Expand the functionality of the Lyon case management system	By June 22	Transformation Service Lead	Support for the voluntary and community sector in terms of volunteer recruitment and management and stronger links between Council services and community delivery partners
E	Embed the use EngagementHQ both internally and with residents	Ongoing	Head of Transformation	EngagementHQ is the “go to” place for staff and residents
E	Review and improve the content on the website	By Aug 22	Head of Transformation	The content of the website is accurate and meets the needs of customers

C = change to ways of working

E = enabler

⁴ Royal Borough of Windsor and Maidenhead Transformation Strategy 2020-2025

APPENDIX 1: YEAR 1 DELIVERY OF THE TRANSFORMATION STRATEGY

Benefits realisation:

Service area	Activity	Financial deliverable
Museum	EngagementHQ hub	£8 - £10k
	EngagementHQ school transport hub	£8 - £10k
Adult social care	Strengths based reviews of cases	£600,000
Adult social care	Local Access Point	TBC
Covid response	Gov Notify messaging for Test and Trace, CEV support, Democratic Services and others	Cost avoidance £8 - £10k
Covid response	Lyon 2.0 (part-built) community support platform	Cost avoidance £30 - £50k for new system.

Enablers:

Date	Activity
March 2019 – Present	Implementation of web based Amazon Connect telephony for adult social care, Test and Trace, CEV support, community liaison
March 2020 – May 2021	Launch and implementation of CEV (Shielded) support service
May 2020 – May 2021	Design and implementation of the Lyon 2.0 community support platform to respond to the UK second COVID-19 wave
August 2020	All RBWM webpages changed to incorporate customer feedback module
Sept 2020	Launch of new website and customer relationship management (CRM) system
Sept 2020 - Present	Implementation of Gov Notify messaging for Test and Trace, CEV support, Democratic Services and others
Oct 2020	Launch and implementation of Test and Trace operations and isolation support services
Oct-Nov 2020	Asset Based Community Development training for Corporate Leadership Team
Dec 2020	Launch of RBWMTogether (EngagementHQ)
January 2021 – Present	Launch of the Frimley 10 and Frimley 100 ICS programmes across the Frimley ICS footprint to address health inequalities
Sep 2021	Launch of My Royal Borough – a new online business community
Oct 2021	Launch of internal staff surveys and consultations
October 2021	Launch of a community facing Climate and Sustainability engagement site

Video links:

[Create More Powerful Connections with Amazon Connect - Royal Borough of Windsor and Maidenhead - YouTube](#)

[Clewer & Dedworth Community Response Project - YouTube](#)

[Community Partnerships - RBWM as a place in the Integrated Care System](#)

APPENDIX 2: THE TRANSFORMATION SERVICE

The Royal Borough has invested in a transformation team to support the delivery of its Transformation Strategy.

	<p>Dan Brookman, Head of Transformation With a background in technology and an extensive knowledge of the Royal Borough of Windsor and Maidenhead Council, Dan is a hands-on leader that passionately believes in positive change whilst working together to create solutions with a customer centred approach.</p>
	<p>Jesal Dhokia, Transformation and Community Service Lead With over 17 years of experience working with diverse communities and passionate about change, Jesal is bi-lingual and can speak Urdu, Gujarati, Hindi and understand Punjabi. Professionally focussed on communicative and practical solutions, to drive and empower partnerships and communities to work in a different way – true collaboration and working at scale.</p>
	<p>Dave MacFarlane, Transformation Digital and Data Service Lead Previously a qualified Social Worker, and now working in digital and data, Dave designs and implements solutions that care - ensuring Council resources are best used to deliver help to those who need it most.</p>
	<p>Lucy Stearn, Associate Project Manager Apprentice – Transformation Having worked on a variety of community initiatives whilst studying at the University of Exeter, Lucy champions engagement with residents through the use of new media platforms to create customer-orientated solutions.</p>
	<p>Martha Arber-Muskus, Associate Project Manager Apprentice – Transformation Martha is enthusiastic about any worthy goal, with a dash of creativity, energy and drive to help others.</p>
	<p>Stuart Critcher, Associate Project Manager Apprentice – Transformation Having worked in digital teams at both Surrey Heath and Guildford Councils, Stuart has a keen interest in utilising new technologies to join an array of workflows and ensure local government continues to meet the ever evolving needs of residents and businesses.</p>

